

Message Text

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PAGE 01 OSLO 05299 232139Z
ACTION SS-25

INFO OCT-01 ISO-00 SSO-00 /026 W
-----096693 232152Z /62
R 231412Z NOV 77
FM AMEMBASSY OSLO
TO SECSTATE WASHDC 4802

C O N F I D E N T I A L OSLO 5299

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FROM AMBASSADOR FOR DEP UNDER SECRETARY READ

E.O. 11652: GDS
TAGS: MODE, NO
SUBJECT: MODE REVIEW OF OSLO DEFENSE ATTACHE OFFICE

REF: STATE 277164

1. IN RESPONSE TO YOUR MESSAGE I HAVE CONDUCTED AN INTENSE REVIEW OF THE DAO OFFICE HERE. THIS HAS REPRESENTED A FURTHER STEP IN THE ON-GOING MODE REVIEW WHICH WAS BEGUN IN OSLO MORE THAN A YEAR AGO. I HAVE CONCLUDED THAT THE DEFENSE ATTACHE OFFICE IS TOO LARGE AND RECOMMEND WE TAKE IMMEDIATE STEPS TO REDUCE ITS SIZE. MY REVIEW HAS INVOLVED INTENSE DISCUSSIONS WITH THE DEFENSE ATTACHE HERE WHO IS NOT IN AGREEMENT WITH ALL OF MY RECOMMENDATIONS. I HAVE ATTEMPTED TO REFLECT HIS VIEWS IN THIS MESSAGE, TOO.

2. MY TWO MAJOR RECOMMENDATIONS ARE THAT WE REDUCE THE NUMBER OF ATTACHES IN OSLO FROM FIVE TO THREE. I RECOMMEND THIS BE ACCOMPLISHED BY NOT REPLACING THE ASSISTANT NAVAL ATTACHE (CLAY - POSITION #11-009) WHEN THE PRESENT INCUMBENT IS TRANSFERRED IN THE SUMMER OF 1978, I AM CONVINCED THAT THE POSITION IS UNNECESSARY AND SUPERFLUOUS TO THE NEEDS OF THE USG HERE.
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THE TASKS BEING PERFORMED BY THE ASSISTANT NAVAL ATTACHE CAN AS WELL BE PERFORMED BY THE OPS COORDINATOR, WHEN IT CONCERNS ADMINISTRATIVE OR MANAGERIAL TASKS, OR BY THE NAVAL ATTACHE WHEN IT CONCERNS INTELLIGENCE MATTERS. THERE IS SIMPLY IN MY VIEW NO JUSTIFICATION FOR HAVING TWO NAVAL OFFICERS ASSIGNED IN THE DAO OFFICE. I THEREFORE RECOMMEND THE POSITION BE ABOLISHED WHEN CAPTAIN CLAY IS TRANSFERRED IN THE SUMMER OF 1978.

3. SECONDLY, I RECOMMEND THAT WE ABOLISH THE POST OF ASSISTANT AIR ATTACHE (SETLOW - POSITION #PN0001110100090M). I RECOMMEND THIS BE ACCOMPLISHED BY RAISING THE CURRENT ASSISTANT AIR ATTACHE, MAJOR SETLOW TO THE AIR ATTACHE JOB WHEN THE CURRENT AIR ATTACHE (BURRIS) IS TRANSFERRED FROM OSLO IN THE SUMMER OF 1978. THE AIR ATTACHE WOULD THEN PERFORM BOTH THE INTELLIGENCE FUNCTIONS PREVIOUSLY PERFORMED BY THE AIR ATTACHE AND THE COORDINATION OF SPECIAL PROJECTS PERFORMED BY THE ASSISTANT AIR ATTACHE. I RECOGNIZE IT WILL REQUIRE CONSIDERABLE EFFORT BY THE STATE DEPARTMENT TO CONVINCE CONCERNED AGENCIES OF THE WISDOM OF THIS MOVE. HOWEVER, I AM CONVINCED THAT THERE IS ONLY ONE MAN YEAR'S WORTH OF WORK IN THE TWO JOBS AND THAT WE SHOULD THEREFORE HAVE ONLY ONE MAN ASSIGNED HERE. THIS SOLUTION MAY REQUIRE ADDITIONAL TDY HELP FROM USAFE FOR TECHNICAL DISCUSSIONS WITH THE GON ON CERTAIN ASPECTS OF SPECIAL PROJECTS. HOWEVER, I BELIEVE THE REDUCTION WILL NOT RESULT IN ANY DECREASE IN THE WORK OUTPUT OF THE DAO'S STAFF AND I RECOMMEND THE STATE DEPARTMENT SUPPORT THIS CUT TO BE EFFECTIVE IN THE SUMMER OF 1978.

4. FINALLY, I RECOMMEND WE ABOLISH ONE OF THE CHAUFFEUR POSITIONS IN THE DAO OFFICE. (BLANKVANN - POSITION #AT-004). THIS CAN BE ACCOMPLISHED BY RETIRING MR. BLANKVANN WHO CAN RETIRE AS OF NOW WITH A FULL PENSION. I RECOMMEND THIS BE CARRIED OUT BY SUMMER OF 1978. I SIMPLY CAN FIND NO JUSTIFICATION FOR HAVING TWO DRIVERS IN THE DEFENSE ATTACHE'S OFFICE WHEN THE

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PUBLIC TRANSPORTATION SYSTEM IN NORWAY IS SO GOOD AND WE HAVE SO MANY OTHER DRIVERS ON OUR PAYROLL.

5. IN RESPONSE TO MY RECOMMENDATIONS THE DEFENSE ATTACHE HAS STATED THAT HE FEELS THE ASSISTANT NAVAL ATTACHE POSITION IS JUSTIFIED AND SHOULD BE CONTINUED. HE SAYS THE ASSISTANT NAVAL ATTACHE IS NOW ASSUMING A NUMBER OF SUPERVISORY RESPONSIBILITIES FOR THE INTELLIGENCE SECTION. IN ADDITION, HAVING AN ASSISTANT NAVAL ATTACHE PROVIDES FLEXIBILITY TO THE OFFICE IN MEETING STAFFING NEEDS. THE DEFENSE ATTACHE WOULD PREFER TO ABOLISH THE POSITION OF OPERATIONS COORDINATOR (CAGLE - POSITION #N-010) WHEN THE PRESENT INCUMBENT IS TRANSFERRED IN MARCH OF 1979. UNDER THIS RECOMMENDATION, THE ASSISTANT NAVAL ATTACHE WOULD PICK UP MANY OF THE OPERATION COORDINATOR'S FUNCTIONS AT THAT TIME. AND UNDER THIS RECOMMENDATION CAPTAIN CLAY'S REPLACEMENT WOULD BE PERMITTED TO COME TO OSLO NEXT SUMMER AS SCHEDULED. MY OBJECTION TO THIS SOLUTION IS THAT IT HAS THE EFFECT OF RAISING THE LEVEL AT WHICH THE DAO OFFICE IS ADMINISTERED RATHER THAN LOWERING IT. IF THE JOB TO BE DONE IS LARGELY AN ADMINISTRATIVE ONE, COMMON MANAGEMENT PRINCIPLES WOULD SUGGEST THAT IT SHOULD BE DONE AT A LOWER LEVEL RATHER THAN AT A HIGHER LEVEL. THEREFORE I CONTINUE TO BELIEVE THAT THE

ASSISTANT NAVAL ATTACHE SLOT SHOULD BE ABOLISHED WHEN CAPTAIN CLAY LEAVES THIS SUMMER.

6. THE DEFENSE ATTACHE AGREES WITH ME THAT WE CAN HAVE A SINGLE AIR ATTACHE HERE PERFORMING THE JOBS CURRENTLY ASSIGNED TO THE AIR ATTACHE AND TO THE ASSISTANT AIR ATTACHE. HOWEVER, HE BELIEVES IT WOULD BE A BETTER SOLUTION TO ALLOW 18 MONTHS TO DRAW THE TWO MEN DOWN TO ONE. HIS RECOMMENDATION WOULD BE THAT COLONEL BURRIS' REPLACEMENT BE PERMITTED TO COME TO OSLO NEXT SUMMER AND THAT THE FOLLOWING SUMMER, THE TOUR OF THE ASSISTANT AIR ATTACHE (SETLOW) BE CUT SHORT AND HIS POSITION ABOLISHED.

7. IN SUM I RECOMMEND THE ABOLITION IN THE NEXT SIX TO EIGHT
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MONTHS OF THE ASSISTANT NAVAL ATTACHE AND THE ASSISTANT AIR ATTACHE SLOTS WITH THE CURRENT ASSISTANT AIR ATTACHE BECOMING THE AIR ATTACHE WHEN COL BURRIS LEAVES IN THE SUMMER OF 1978. DURING THE SAME TIME FRAME, I RECOMMEND THE ABOLITION OF ONE OF THE CHAUFFEURS' POSITIONS IN THE DAO OFFICE. I URGE THE DEPARTMENT'S CONSIDERATION AND SUPPORT FOR THESE SUGGESTIONS.
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Message Attributes

Automatic Decaptioning: Z
Capture Date: 01-Jan-1994 12:00:00 am
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: ATTACHES
Control Number: n/a
Copy: SINGLE
Sent Date: 23-Nov-1977 12:00:00 am
Decaption Date: 22 May 2009
Decaption Note: 25 YEAR REVIEW
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 22 May 2009
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1977OSLO05299
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: GS
Errors: N/A
Expiration:
Film Number: D770435-0818
Format: TEL
From: OSLO
Handling Restrictions:
Image Path:
ISecure: 1
Legacy Key: link1977/newtext/t19771126/aaaaavnt.tel
Line Count: 143
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 11c01e13-c288-dd11-92da-001cc4696bcc
Office: ACTION SS
Original Classification: CONFIDENTIAL
Original Handling Restrictions: EXDIS, STADIS
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators: n/a
Previous Classification: CONFIDENTIAL
Previous Handling Restrictions: EXDIS, STADIS
Reference: 77 STATE 277164
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 08-Apr-2005 12:00:00 am
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 475744
Secure: OPEN
Status: NATIVE
Subject: MODE REVIEW OF OSLO DEFENSE ATTACHE OFFICE
TAGS: AODE, NO
To: STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/11c01e13-c288-dd11-92da-001cc4696bcc
Review Markings:
Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
22 May 2009
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009